

## **Workforce Sub-Committee Charter**

### **Bronx Partners for Healthy Communities (BPHC)**

Through New York’s “Delivery System Reform Incentive Payment” (DSRIP) program, funding will be awarded to Performing Provider Systems (PPSs) that implement innovative programs that reduce avoidable hospitalizations and emergency department use over the next five years. Bronx Partners for Healthy Communities (BPHC) is a consortium of Bronx organizations that will operate as a PPS and measurably improve care in the Bronx. Through partnerships with providers, hospitals, social services and housing organizations, and others, BPHC will construct an integrated delivery network and implement targeted projects to keep Bronx Medicaid enrollees healthy and prevent avoidable hospitalizations and emergency department use.

### **Charge**

The Workforce Sub-Committee (WSC) is responsible for developing and implementing a comprehensive workforce strategy to ensure that BPHC retains, trains, and hires the staff necessary to support successful implementation of DSRIP projects. The WSC will be supported by two workgroups: 1) Workforce Communications Workgroup and 2) Workforce Advisory Workgroup. The Sub-Committee reports to the Executive Committee.

### **Membership Composition**

The WSC will consist of 12 to 15 voting members, with one member from SBH Health System (SBH). The remaining members of the WSC will be PPS Member representatives.<sup>1</sup> The WSC will include representatives from 1199 SEIU, New York State Nurses Association (NYSNA) and the Committee of Interns and Residents (CIR), as well as HR representatives, workforce experts and frontline staff. Each member of the WSC will act as a fiduciary for the PPS, rather than a representative of his or her employer. The Sub-Committee members will include a mix of stakeholder interests and expertise, drawing on Federally Qualified Health Centers, hospitals, long-term care providers, behavioral health providers, labor unions, payers, consumers, consumer advocates, and/or community-based and social services organizations. The Sub-Committee has the option of seeking input from consumers as needed and appropriate.

The WSC membership will be reflective of the following selection criteria:

- Expertise in workforce redesign, developing training curricula and/or implementing workforce training
- Deep roots working in the Bronx and particularly in the communities most at risk
- A history of working collaboratively with other Bronx health care, social service and other supportive agencies

There will be no term limits for WSC members. Sub-Committee members will serve terms of two years (with the limited exception for the first year as described below).

### Selection of Initial Sub-Committee

In consultation with the planning Steering Committee and their recommended selection criteria, SBH will appoint the members of the initial Sub-Committee, who will begin serving as of April 1, 2015, from member and consumer organizations. Half of the members of the initial Sub-Committee will be appointed for one-year terms. Half of the members of the initial Sub-Committee will be appointed for two-year terms, to achieve staggered terms.

### Selection of Sub-Committee in Subsequent Years

In subsequent years, the members of the Sub-Committee who do not serve by nature of affiliation with SBH will be selected by the EC from among individuals proposed by the Nominating Committee, which will choose candidates based on the qualifications described above.

### Selection of Sub-Committee Co-Chairs

SBH will appoint initial co-chairs for the Sub-Committee. These individuals will serve in this role for three months beginning on the date of the first Sub-Committee meeting. At the fourth Sub-Committee meeting, the CSO will schedule as a topic of discussion whether there is an interest in revisiting the co-chairs appointments. If so, the CSO will solicit nominations for the position of Sub-Committee co-chair. If individuals besides the initial co-chairs are nominated, the CSO will call for a vote. The co-chairs must be elected through the consensus-based decision making process, and the co-chairs will serve a one-year term, at which point a new election will be held. Terms of removal for a Sub-Committee co-chairs will follow the same terms as for the removal of Sub-Committee members. One co-chair be a representative from 1199 and/or TEF. The second co-chair will be selected pursuant to the process above and may not be a representative of 1199 or TEF.

### Sub-Committee Co-Chairs Roles and Responsibilities

The Sub-Committee co-chairs have the following roles and responsibilities:

- Lead Subcommittee to ensure roles and expectations of Sub-Committee as defined in charter are met
- Ensure appropriate data is provided to subcommittee and leads subcommittee on assessing data as basis for making recommendations to the Executive Committee
- Keep Sub-Committee's work/output on track and on time per DSRIP Implementation Plan timeline of deliverables
- Involve all members in decision-making and adheres to consensus-based decision-making rule as defined in charter
- Communicate, collaborate and share output with other subcommittee chairs/co-chairs as relevant and needed in areas of overlapping work streams and project activities
- Report work of subcommittee and makes recommendations to the Executive Committee. The Co-Chairs will report/present directly to the Executive Committee at Executive Committee meetings as needed.
- Work with CSO to set agendas and meeting schedule and develop meeting materials

- Call meetings to order and keeps meetings on track (per written agenda).

#### Removal of Committee Members

Members of the WSC may be removed for cause by the Executive Committee.

The termination of a Sub-Committee member's affiliation with a Partner organization (not including SBH) shall serve as a trigger for the Executive Committee to reexamine whether the individual may keep their membership on the WSC or whether the individual should be removed from the WSC and another person should be appointed. This reexamination will be done in consultation with the Nominating Committee. The Executive Committee will make a recommendation to the SBH CEO who will make the final determination. Termination of a Committee member's affiliation with SBH will result in removal from Executive Committee and appointment of a new representative member.

#### Meeting Frequency

WSC membership will require attendance at all meetings, anticipated to convene approximately bimonthly. In addition to bimonthly meetings, the entire Project Advisory Committee (which is composed of all of the Committee and Sub-Committee members) is expected to convene at least twice annually. The WSC may schedule additional meetings, as needed. Substitutions will not be permitted. Members are expected to act in the interest of the collaborative and support and participate in consensus-based decision-making (see additional information below).

Members will also be expected to:

- Read meeting materials in advance and come prepared to contribute substantively in the work of the Sub-Committee
- Actively engage in discussions and contribute expertise to decision-making processes
- Provide timely review and feedback of documents when solicited
- Participate in surveys and information gathering as appropriate

Sub-Committee members are expected to attend meetings in-person unless the Chair of the WSC grants permission for the Committee member to attend by phone. To be a validly constituted meeting, at least 75% of all members of the WSC must be present in person or by phone (to the extent phone participation is permitted). All members of the WSC must attend at least 80% of all regular and special meetings held during a twelve-month period beginning each April, unless their absence is excused for good cause, as determined by the Chair. Failure to meet the attendance requirements will lead to automatic removal of the member, unless otherwise determined by SBH.

Meetings will be open to all PPS members except where proprietary or privacy concerns dictate a closed session. The Sub-Committee will take notes of its meetings.

### Consensus-Based Decision-Making

The WSC will operate under consensus-based decision-making, meaning the agreement of a supermajority (75%) of the WSC Sub-Committee membership. SBH, as the fiduciary, will ensure that a consensus-based decision making process is followed, seek to build trust between Members, and if necessary, exercise the authority to make final decisions if consensus cannot be obtained. SBH does not intend to block, overturn or otherwise disrupt decisions that are consensus-based, except in cases where decisions or actions may bring BPHC out of compliance with legal or contractual obligations. Actions by Sub-committees that are consensus-based will be submitted to the Executive Committee for review, and if approved, will be final subject to the exercise of SBH fiduciary duties. The process for resolving conflicts in instances where decisions are not consensus-based is discussed below.

When Sub-Committee actions are not consensus-based, the relevant Sub-committee will submit to the Executive Committee a summary of issues on which consensus has, and has not, been reached. The Executive Committee will work with the Sub-committee to reach consensus. If consensus cannot be reached, the Executive Committee will prepare summaries of issues of agreement and contention and a recommendation for SBH review. SBH will evaluate this proposal and work with the Executive Committee to establish consensus. In the rare case consensus cannot be reached, SBH's CEO or appointee of CEO subject to Board oversight, as fiduciary, will determine the course of action.

### Responsibilities & Expectations

The WSC will be responsible for implementing and overseeing workforce strategy. WSC responsibilities include:

- Advise on the development of the PPS target workforce state, the workforce transition roadmap for achieving defined target workforce state, and the state assessment report and gap analysis between current state assessment of workforce and projected future state
- Review and approve compensation and benefit analysis report, covering impacts on retrained and redeployed staff, as well as new hires, particularly focusing on full and partial placements.
- Review, finalize and oversee workforce development and training strategy
- Monitor workforce needs
- Oversee education and training programs
- Make recommendations to the Executive Committee regarding recruitment and retention needs and strategies
- Collaborate with other Sub-Committees as appropriate.

The WSC will also oversee two Workgroups:

**Workforce Communications Workgroup.** The Workgroup will recommend communication strategies to ensure frontline workers are informed of and engaged in deployment of DSRIP projects and improvement of health in the Bronx (e.g. job fairs, newsletters, speakers, contests, employee recognition). It will also ensure workforce receives timely accurate information about implementation of DSRIP projects and their impact on the workforce.

**Workforce Advisory Workgroup.** The Workgroup will be facilitated by 1199 SEIU Labor Management Project. The Workgroup will hold regular meetings to discuss workforce input and concerns and identify structural barriers.

The WSC will ensure collaboration with other Bronx PPSs and the 1199 SEIU Training and Employment Fund (TEF) to identify commonalities for more effective use of resources. This includes determining competency and training gaps, coordinating training sequences in order to accommodate all PPS project timelines, hold joint training sessions and coordinate recruitment strategies.

Failure by a Sub-Committee Member to comply with its responsibilities may result in corrective action by the Executive Committee and/or SBH designed to help bring the Member into compliance. Bankruptcy, fraud, or material noncompliance may result in removal by the Executive Committee and/or SBH. BPHC will adopt a Conflict of Interest (COI) Policy for key employees and Sub-Committee members, who must also complete an annual COI disclosure statement. Individuals reporting a conflict must recuse themselves from participation in decisions involving the conflict.

Amendments to this charter require the approval of the Executive Committee.

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<sup>i</sup> Partners are health care providers and other health-related organizations that will participate in the BPHC and have entered into Master DSRIP Services Agreement. Member organizations are health care providers and other health-related organizations that will participate in the BPHC, including both those who have and have not entered into a Master DSRIP Services Agreement.